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Modalities for the Development of Operational Activity in the Strategic Management of Enterprises in the Pharmaceutical Industry in Conditions of Uncertainty

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ABSTRACT
Operational strategies of pharmaceutical companies are changing every decade, in line with changes in production management, focusing primarily on productivity and economies of scale, economy quality, production flexibility on the scheduling of production, customer, and then - to the economy of speed, innovation and knowledge, skills and cooperation. The Operational strategies of pharmaceutical enterprises change every decade, in line with changes in production management, focusing primarily on productivity and economies of scale, the quality of the economy, ensuring the flexibility of production in the production planning account, customer orientation, and then-at the speed economy, innovation and knowledge, skills and cooperation.

Introduction

The problem of use and full development of productive potential occurs frequently in management activities. The emphasis in this case is focused on the strategic component of operational activities and not only on ensuring the current economic outcomes. We strive to believe that the sustainable functioning of a pharmaceutical undertaking is largely determined by the choice of the operational strategy.

Material and Method

The instrumental-Methodological apparatus of the research is based on the use of scientific, economical-general and special methods: abstract, economical-statistical, structuro functional, constructive. In the research process, methods of systemic analysis, economic-mathematical modelling, mathematical statistics, and methods of economic analysis were used. The informational-empirical basis of the research formed the materials of monographs, articles in periodical and special publications, scientific publications, as well as materials of scientific-practical conferences. Normative acts, reports of transport undertakings, statistical data, art and scientific reports have been used, displayed on the Web pages of scientific centres in the world.

Results and Discussions

Research has shown an increase in the number of publications on the difficulties of developing an effective operational strategy. It should be noted that the elaboration of the operational strategy should start from assessing the productive potential, the limits of the forecasts which are not reflected in many works. Increasing the efficiency of the management of the business activities of the pharmaceutical industry depends primarily on improving its development alternatives. Accelerating the pace of renewal of production and market needs requires the development of new approaches and a closer choice of strategy for the operational activities of enterprises in the pharmaceutical industry. Often it is necessary to record and at the same time the necessity of reconstruction in some divisions, technical reengineering-in others, expansion of production-in the third. In other words, it is required to develop the particular alternatives of operational strategies and alternatives that integrate the operational strategy with other components, enabling the interconnection of private operational solutions, to optimise and ensure the overall functionality of the operational system.

The pharmaceutical Enterprise's operational Strategy must Set target production targets, establish optimum values of the normative characteristics of productive potential. The operational strategy often involves a combination of such common objectives, such as automation, computerization, the introduction of advanced production processes, while tactical operational objectives are presented as a set of measures implemented after them. The system of objectives defined by the operational strategy depends on the specificities of industry, the stage of the lifecycle of the Pharmaceutical undertaking, the extent of the objectives of the State of productive potential and other determinants. Taking into account the values of the factors listed above, the limit value of the characteristics of the productive potential set out in the strategy is chosen.

These values are determined on the basis of conducting research and analytical forecasts. And, as a rule, the forecast is achieved by extrapolation, which, like the other forecasting methods, has a limited timeframe and depends on the

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previous operational development trajectory of the pharmaceutical undertaking and the possibility of identifying in the trajectory the date a certain evolutionary trend. In addition, extrapolation is used when Enterprise management is satisfied with the development of the business on the traced trajectory. If the operational strategy is associated with intensification of production, then forecasts can only indicate the lower thresholds of the interested indices [4].

It is also necessary to realise that a fundamental change in the operational strategy requires increased labour productivity, as well as qualitative leaps in the development of productive potential. The forecast in this case is Hamed by the lack of previous data on the implementation of the planned strategy, and it is necessary to use intuitive forecasting methods.

The operational strategy must therefore be based on a series of forecasts, plans and vision on the desired situation, and also to take into account the results and evolution of the pharmaceutical undertaking, the challenges faced by the previous strategic plans and the deadlines for their implementation, as well as the performance indices.

The operational strategy plays a decisive role in the development of the market, technological, financial and personnel development in Enterprises which manufacture pharmaceutical production.

As outlined in the thesis, the company's operating strategy is associated with a number of long-term systemic, organisational and technical measures, which relate to potential changes in the product range, with the adaptation of production and sales, new approaches to quality management and product competitiveness, with a decrease in the intensity of production resources and an increase in productivity and efficiency of work. Naturally, in the framework of research it is impossible to cover such a wide range of problems. However, due to the topics and tasks disclosed, we believe that, in addition to the problems discussed, the existing classification of operational strategies also requires some clarification. All strategic projects are economically based, on a substantiated complex of development alternatives and on justifying the best solutions, taking into account their impact on productive potential. Long-term strategies often aim at radical change or the formation of elements of productive potential. On the other hand, by changing the productive potential, strategic operational decisions take into account existing capacities as well as the characteristics of the external environment. As mentioned above, in the modern theory of operational management, the main types of industrial policy, refer to the choice of scope and structure of attracted resources, the foundation of production programmes, the increase of productive potential, development of production capacity, etc. Uncovering the multitude of factors that are taken into account in determining the type of operational strategy, we believe that we need a different approach, combining the data of the external environment and the internal environment of the Pharmaceutical undertaking.

As already mentioned, two types of uncertainty are identified in the study: positive and negative. Methodological approaches have also been formulated to identify the type of productive potential. The strategy for the development of operational activities, as it seems to me, should be based on these conclusions.

In table 1, the Strategic development options for each combination of the environmental uncertainty characteristics and the type of productive potential are presented. As can be seen, the strategy for the development of operational activities involves, firstly, adapting the productive potential to the requirements of the external environment, which develops in a strategic context. It is also necessary to balance the productive potential, which ultimately leads to stabilising the economy of the enterprise, firstly, by increasing the stability of the pharmaceutical undertaking to the dangers of the environment, and secondly, as a result of avoiding internal imbalances.

On the basis of the proposed provisions for the identification of areas of strategic development of operational activities based on the type of productive potential and uncertainty type, it is proposed to extend the classification of NTE to operational strategies.

One of the main aspects of development is to increase the efficiency of operational strategies. In the given research, we believe that the efficiency of the operational strategy can be expressed by: achieving strategic objectives; Reduction of losses and limits; increasing operational outcomes; Assessment of customer satisfaction (compliance with demand); Measuring the satisfaction of intermediaries; The system of performance indicators of operational activities.

In modern conditions of the Romanian economy increased attention to the problems of business managers to improve production efficiency, because their resolution is a conditions for strengthening economic potential and the conquest of a more favourable competitive position. However, in their practical activities, pharmaceutical companies do not always use opportunities to increase production efficiency, only by solving daily operational tasks.

It should also be noted that, in terms of increasing competition due to the liberalization of the market, representatives from all areas of economic activity must increase productivity in order to reduce costs and improve the efficiency of the production system. In this respect, the implementation of the Controller aimed at increasing the efficiency of the production system of enterprises is becoming extremely important. At the same time, it can be observed that the control tools complex for operational activities (including productivity control) has not been sufficiently studied. Productivity control (operational activities), in my view, should aim at the development of the Pharmaceutical undertaking, creating a margin of competitiveness and making a sufficient profit to ensure profitable activity. We can recognise that the management of productivity through misconduct, based on complex and automated control systems, can give the real managerial effect by focusing on important directions in the field of managerial decision making and delegating subordinates to solving parts of the problems arising from the account of decreasing the likelihood of errors and increasing the efficiency of work. However, these issues should, in my view, become the subject of further research [3].

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Table 1. Strategy for the development of productive potential of the pharmaceutical industry Enterprise

The character of uncertainty	Type of productive potential			
	Innovative (The most developed was the potential Tehnological-Informational and investment potential-innovational)	Aggressive (The largest development has been given to investments and innovations and human resources Organization)	Of protection (The greatest development has been given to the marketing and sales potential and the potential for Human resources organization)	Pentru client (The most developed was the potential for marketing, information and technology)
Negative (probability of appearing negative events with SEM-nificative damage is relatively high)	Passive development and support strategy for sales Increasing the informational and analytical base for Moni-torization of changes in the external environment and seeking investment opportunities in the region with a lower risk of activity, diversification of activities.	Strategy for the development of passive products Renovation of productive assets, accumulation of financial resources to counter possible negative developments, increase competitiveness	Passive strategy Technological development enhancing financial sustainability, searching for cheaper sources of raw materials, optimizing production costs	Passive strategy for stable-quality of the operational process enhancing financial sustainability, improving staff skills and streamlining business processes
Positive (probability of positive results, expected growth of profits is relatively high)	Active development and support strategy for sales Development of "narrow places" in production capacity (organisation, staff, and supply capacities), which may hinder the achievement of the market enlargement prospects for	Active product development Strategy Increasing the attractiveness of the supply of goods, investing in marketing research to react to external events	Active technological Development Strategy Renovation of production assets, including leasing, expansion of production capacities, creation of product stocks, attracting new customers	Active strategy for stabilising the quality of the operational process reducing financial dependence, developing a Structures corresponding to demand for new products

Source: systematized by the author in the base [2]